

Maintaining the Momentum

Sustaining Energy Management



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ENERGY EFFICIENCY

**BEST PRACTICE
PROGRAMME**

MAINTAINING THE MOMENTUM

SUSTAINING ENERGY MANAGEMENT

This Guide is No. 251 in the Good Practice Guide series and is intended to help readers develop a successful approach to sustained energy management. It focuses on the elements that maintain an energy management programme and identifies critical success factors. These factors are illustrated in the five accompanying case studies in the *Maintaining the Momentum* folder.

This Guide is intended to help people with an established energy management programme and those embarking on a new energy management programme. The principles and ideas presented in this Guide are applicable to industrial, commercial or public sector energy management.

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LIST OF RELEVANT GOOD PRACTICE GUIDES

- 84. MANAGING AND MOTIVATING STAFF TO SAVE ENERGY
- 85. ENERGY MANAGEMENT TRAINING
- 119. ORGANISING ENERGY MANAGEMENT – A CORPORATE APPROACH
- 169. PUTTING ENERGY INTO TOTAL QUALITY, A GUIDE FOR ENERGY MANAGERS
- 172. MARKETING ENERGY EFFICIENCY – RAISING STAFF AWARENESS
- 186. DEVELOPING AN EFFECTIVE ENERGY POLICY
- 200. A STRATEGIC APPROACH TO ENERGY AND ENVIRONMENTAL MANAGEMENT
- 231. INTRODUCING INFORMATION SYSTEMS FOR ENERGY MANAGEMENT
- 235. MANAGING PEOPLE, MANAGING ENERGY

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FOREWORD

This Guide is part of a series produced by the Department of the Environment, Transport and the Regions under the Energy Efficiency Best Practice Programme. The aim of the programme is to advance and spread good practice in energy efficiency by providing independent, authoritative advice and information on good energy efficiency practices. Best Practice is a collaborative programme targeted towards energy users and decision makers in industry, the commercial and public sectors, and building sectors including housing. It comprises four inter-related elements identified by colour-coded strips for easy reference:

- *Energy Consumption Guides*: (blue) energy consumption data to enable users to establish their relative energy efficiency performance;
- *Good Practice Guides*: (red) and *Case Studies*: (mustard) independent information on proven energy-saving measures and techniques and what they are achieving;
- *New Practice projects*: (light green) independent monitoring of new energy efficiency measures which do not yet enjoy a wide market;
- *Future Practice R&D support*: (purple) help to develop tomorrow's energy efficiency good practice measures.

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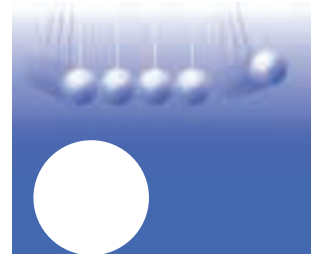
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ACHIEVING SUSTAINED ENERGY MANAGEMENT

The Quick Fix

You can have a short, intense energy management project that produces significant savings. Such a project typically involves renegotiating tariffs, implementing small capital projects and running a good housekeeping programme. The result is cost savings of 5 – 10%, making managers and accountants happy.

The Long Term

However, unless there is sustained energy management, these savings will, with time, be eroded. The tariff ceases to be relevant, new capital projects are required and bad habits creep back. The result is that savings are lost and people become disillusioned about energy management.

Sustaining energy management is a challenge. Many managers involved with energy reach a stage when they are not quite sure what to do next. When you reach this situation, you need to sit back and review the position. Do you have in place the features needed to sustain energy management? Is it time to 're-package' energy management in your organisation?

Critical Factors

During the preparation of this Good Practice Guide, a number of organisations, each with a strong energy management ethos, were asked what they considered to be the critical factors for successful and sustained energy management.

There was agreement that the factors for successful, sustained energy management are:

- awareness;
- commitment;
- leadership;
- communication;
- empowerment;
- recognition.

Each organisation had a different 'factor mix' which reflected the culture of that organisation. The case histories that accompany this Guide demonstrate how five organisations have achieved sustainable energy management.

While motivational techniques are needed to get people to adopt good energy practices, it is often habit that keeps them in place. Try to make energy efficient behaviour a matter of habit. Another approach is to make it easier to be energy efficient than energy inefficient.

However, the predominant issue in the quest for sustained energy management is **INTEGRATION**. Section 2 explains how integration can make energy management sustainable. Sections 3 – 8 consider the different critical factors. Each section includes a checklist of DOs and DON'Ts, a suggested activity and a list of further reading.

INTEGRATION

Energy management performed as a marginalised technical speciality can produce energy savings. However, the full potential of energy management is rarely achieved. The risk of energy management being 'downsized' or lost in an organisational 'refocusing' is also greater.

Non-integrated energy management is typically carried out by one department, e.g. works engineering, with other departments showing little evidence of energy management. Energy management is seen as an activity carried out by the energy manager or the 'energy management department'. With integrated energy management, each department or function has an energy management role. This diversity helps to sustain activity, increases the resources available and provides a wide basis of support.

Integrated energy management involves distributing the work and incorporating it into all operational areas, e.g.:

- including energy efficient practices in work procedures;
- making energy costs an additional line in operating statements;
- providing energy training for everyone;
- making energy policy part of corporate policy.

The role of the energy manager — whether full-time or part-time — should be one of co-ordination and advice. Everyone in the organisation should be practising energy management as part of their job — not just the energy manager. Environmental management systems such as ISO 14001 offer another 'home' for energy management and provide a framework for continuous improvement.

Integration does not happen instantly. Successful integration requires not only technical skills, but a knowledge of organisational 'politics'. People need to be won over to the 'cause'. At the beginning of an energy management programme, you may lack the confidence, knowledge or influence needed to obtain integration. With a mature programme, you may find it difficult to let go of activities — partly due to fear of losing control. Equally, you may have problems persuading others to take responsibility.

Successful energy management can be achieved without integration, but integration will make energy management sustainable. An integrated energy management programme will:

- lead to sustainable energy management;
- provide more resources;
- involve more people;
- achieve the maximum output for the given input;
- support other activities/issues.
- access areas that purely technical programmes cannot reach.

EXAMPLE INTEGRATION MATRIX

Energy man.	Accommodation	Champion	Action team	Suggestions	Reporting
Depts					
Administration				✓	
Site services	✓		✓	✓	
Accounts				✓	
Personnel				✓	
Distribution				✓	
Energy management		✓		✓	✓

The matrix shows that the site has run a successful awareness programme, but has yet to integrate energy management throughout the organisation.

DO

- ✓ Link energy management into your core activity. If energy efficiency is seen to add value to core objectives, it will be harder for people to ignore it.
- ✓ Involve as many people from other departments and disciplines as possible. This is a case of 'many hands make light work'.
- ✓ Work at being flexible and resilient.

DON'T

- ✗ Try to develop your energy management programme in isolation from other activities. Marginal activities are always at risk in any organisation.
- ✗ Assume that everyone else feels as strongly about energy efficiency as you do. Other people may not be aware or just may not care.

ACTIVITY: Produce your own integration matrix

Prepare a grid using a PC or on a piece of paper. Along the top row, write in energy management activities and issues such as accountability, champions, ideas, support, etc. Down the side of the grid, list the main departments/functions in your organisation — including energy management. Put a tick in the boxes where a department/function is active. If all the ticks are on the energy management row, your company is not yet integrated.

FURTHER READING

Good Practice Guide 119	<i>Organising Energy Management — A Corporate Approach</i>
Good Practice Guide 186	<i>Developing an Effective Energy Policy</i>
Good Practice Guide 200	<i>A Strategic Approach to Energy and Environmental Management</i>
Good Practice Guide 235	<i>Managing People, Managing Energy</i>
General Information Report 012	<i>Organisational Aspects of Energy Management</i>
General Information Report 013	<i>Reviewing Energy Management</i>
General Information Report 028	<i>Current Standards of Energy Management — 1993 Workshops Feedback</i>
Good Practice Case Study 264	<i>A Corporate Approach to Energy and the Environment</i> (The Body Shop International plc)
Good Practice Case Study 326	<i>Adopting a Corporate Approach to Energy Management</i> (Nuclear Electric plc)
Good Practice Case Study 328	<i>Effective Energy Efficiency Through Total Quality Management</i> (United Glass Ltd)
Good Practice Case Study 331	<i>Energy Management Within a Strategic Framework</i> (ChiRex Ltd)

AWARENESS

Awareness is an essential success factor. If you are not aware of an issue, how can you do anything about it? If you are not aware of what can be done, how can you solve a problem?

Awareness is the first step in problem solution and a critical step in problem ownership. Problems that are 'owned' are problems that are solved. This is true of both individuals and the organisation as a whole. Everyone needs to be aware of energy issues, but the level and type of awareness will be different for different people. Organisational awareness is based on making key people aware of the issues and the benefits. This approach is also true for Total Quality (TQ). For TQ to work, people at all levels must be aware of quality issues, with the lead being taken at the highest levels.

Raising awareness is not a 'one-off' activity; people move on, they forget, other issues assume priority. Awareness needs to be maintained. An attitude survey is a useful tool in managing awareness. Such surveys not only 'measure' the level of awareness, they also raise it.

Some organisations implement a site-wide energy awareness training programme. The logistics of training everyone can be complex. Other training programmes, e.g. health and safety, may have already addressed these logistic issues. Why not borrow their ideas?

You also need to consider the mix and match of people in training groups. Do you keep senior managers in one group or mixed with other employees? Do you keep functional boundaries or mix departments? Training the board together may be effective in raising corporate awareness. A director attending a multi-level group may demonstrate corporate commitment or it may inhibit discussion. Your choice will depend on people's availability, your organisation's culture and what you feel will work best. The commonest ways of raising awareness are training sessions, newsletters and competitions. Simply talking to people can also be effective. You should take care to differentiate between training to raise awareness and training to transfer skills. Awareness issues are the 'why' and the 'how', i.e.

- the environmental impacts of energy use;
- the benefits of energy savings;
- the organisation's dependence on energy;
- what the organisation can do to save energy;
- what an individual can do to save energy.

At British Aerospace Airbus, awareness was raised with a tailored training programme directed at the most influential management level for energy efficiency. The programme was conducted by an external specialist and monitored by an independent consultant as part of Good Practice Case Study 111.

DO

- ✓ Make training sessions interesting and fun. Do not bore people — this can have the opposite effect to what you are trying to achieve.
- ✓ Use a trainer that knows the subject and can get the message over to the delegates. You may not be the best person to do it.
- ✓ Use awareness raising as a way of gathering information and ideas — do not just give out the message. Ask for, and use, post-training feedback.

DON'T

- ✗ Ask a single trainer to run too many groups in one day. One organisation arranged for a trainer to run 15 sessions in one day. Those attending the later sessions felt that the trainer was just going through the motions.
- ✗ Raise awareness and have nothing in place to deal with the results. One organisation encouraged staff to turn off unwanted lights. The engineering department was then inundated with requests for extra light switches.

ACTIVITY: Carry out an energy awareness survey

Prepare a simple, one page questionnaire with questions about the organisation's total energy bill, the name of the energy manager, relative utility costs, typical running costs, corporate policy, etc. Allow space for a final sentence asking for ideas or comments. Before you send the survey out, try the questions out on a few people to make sure they are understandable. Ask another department, e.g. personnel, to issue the survey. In a large organisation, you need only survey a sample of the workforce. Analyse and use the results.

FURTHER READING

Good Practice Guide 084	<i>Managing and Motivating Staff to Save Energy</i>
Good Practice Guide 085	<i>Energy Management Training</i>
Good Practice Guide 172	<i>Marketing Energy Efficiency — Raising Staff Awareness</i>
Good Practice Case Study 071	<i>Energy Management Training Enables Savings in Small Firms</i> (HIP Ltd (Derbyshire))
Good Practice Case Study 111	<i>Energy Management Training Programme</i> (British Aerospace (Airbus) Ltd)
Good Practice Case Study 129	<i>Energy Savings in Hospitals</i> (Somerset Health Authority)
Good Practice Case Study 165	<i>Energy Management Training on a Multi-process Site</i> (ICI FCMO — now Zeneca)
Good Practice Case Study 178	<i>Post-graduate Training for Improved Energy Management</i> (Cranfield University)
Good Practice Case Study 182	<i>Energy Efficiency Motivation Campaign in a Multi-site Organisation</i> (Iceland Frozen Foods plc)
Good Practice Case Study 214	<i>Energy Saved by Raising Employees' Awareness</i> (Rover Group Ltd)
Good Practice Case Study 311	<i>Energy Savings Through Improved Driver Training</i> (McKelvie & Co)
Good Practice Case Study 324	<i>Energy Management — Staff Awareness</i> (BT plc)
Good Practice Case Study 325	<i>Energy Management — Training and Motivation</i> (HM Customs and Excise)
Good Practice Case Study 327	<i>Energy Management — Staff Awareness and Motivation</i> (The Sears Group)
Good Practice Case Study 341	<i>Energy Management — Awareness and Motivation</i> (Digital Equipment Co. Ltd)

COMMITMENT

Many organisations consider commitment as the most important factor for sustained energy management. Commitment is required at a number of levels, i.e.

- the organisation;
- all levels of management;
- individual.

At the organisation level, the Making a Corporate Commitment (MACC)¹ campaign provides one measure of commitment. A policy or strategic commitment to energy efficiency places energy management amongst the goals and objectives of the organisation. However, a 'paper commitment' is not enough. The organisation needs to demonstrate its commitment. Methods, which will vary from organisation to organisation, may include:

- the appointment of a director with specific responsibility for energy management;
- a central budget for energy efficiency;
- the relaxation of payback criteria;
- investment in training;
- the allocation of resources to energy management.

The identity of the 'corporate endorser' is also important in sustaining energy management. For example, in one local authority, MACC was signed by the mayor. However, it subsequently became apparent that this signatory did not have sufficient influence with the workforce, as it was a short-term, political appointment.

Many organisations have difficulty in gaining commitment at all management levels, with a lack of support from middle management. At this level, passive support is more attainable than proactive support. To achieve this, energy management needs to deliver something to the middle manager.

Personal commitment is vital for sustained energy management. The five case studies accompanying this Guide all feature at least one individual with a strong, ongoing commitment to energy efficiency.

Many programmes 'spread the load' by appointing energy wardens or representatives. Such roles should be filled by people with a commitment to energy efficiency or with an interest in environmental issues. To maintain their commitment, wardens or representatives need support.

Commitment needs to be nurtured. Lack of success, barriers and negative responses tend to chip away at commitment. At a personal level, commitment needs recharging. One way of doing this is to attend workshops, seminars and local energy and environment group meetings. It is also important to foster corporate level commitment.

Not everyone involved in energy management needs to be committed to energy efficiency. Some people simply need to do the right things at the right time; this does not need personal commitment from everyone in the organisation.

Worcester Royal Infirmary NHS Trust asked its three main sites to sign up to Making A Corporate Commitment (MACC). The signing process was made into an event that could be publicised both internally and externally. To demonstrate its commitment, the Trust appointed a full-time Energy Officer and allocated funds for energy projects.

¹ *Making a Corporate Commitment is a Government initiative, led by the DETR. It encourages senior managers of businesses and public sector organisations to make a board level commitment to energy efficiency.*

DO

- ✓ Build your commitment to energy efficiency into other commitments, e.g. environmental performance, world class performance and service excellence.
- ✓ Seek out committed people and find 'work' for them in the energy management programme
- ✓ Take time to renew your own commitment.

DON'T

- ✗ Think that a signed policy statement on its own will demonstrate commitment. Overheard in one organisation, 'That policy statement doesn't mean a thing — it's just corporate wallpaper.'
- ✗ Think that once committed, always committed. The CEO of one organisation signed up to MACC. However, when a new CEO was appointed, he did not regard himself or the organisation bound by his predecessor's signature.

ACTIVITY: Check out commitment

Obtain copies of all documents that commit the organisation to energy efficiency, e.g. MACC, energy policy, mission statements, etc.

- Who endorsed them, i.e. who signed them or put them in place? Is that person still with the organisation? Does that person's status give sufficient gravity to the commitment?
- If the documents are more than three years old, review them. Should they be updated?
- Should commitment be cascaded from level to level? If so, arrange for it to be endorsed at these levels.

FURTHER READING

Good Practice Guide 119	<i>Organising Energy Management — a Corporate Approach</i>
Good Practice Guide 169	<i>Putting Energy into Total Quality, a Guide for Energy Managers</i>
Good Practice Guide 186	<i>Developing an Effective Energy Policy</i>
Good Practice Guide 200	<i>A Strategic Approach to Energy and Environmental Management</i>
Good Practice Case Study 163	<i>A Co-ordinated Approach to Energy Management</i> (Cleveland Potash Ltd)
Good Practice Case Study 224	<i>Energy Efficiency and 'World Class Performance'</i> (Thorn Lighting Ltd)
Good Practice Case Study 264	<i>A Corporate Approach to Energy and the Environment</i> (The Body Shop International plc)
Good Practice Case Study 265	<i>Energy Savings in a Small Company Through Management Commitment and Staff Involvement</i> (Hampshire Chemical Ltd)
Good Practice Case Study 326	<i>Adopting a Corporate Approach to Energy Management</i> (Nuclear Electric plc)
Good Practice Case Study 331	<i>Energy Management Within a Strategic Framework</i> (ChiRex Ltd)
Good Practice Case Study 332	<i>Corporate Commitment to Saving Energy at a Small Site</i> (Desmond & Sons Ltd)
Good Practice Case Study 345	<i>Energy Management Techniques in the Pottery Industry</i> (H&R Johnson Tiles Ltd)

LEADERSHIP

Leadership has a number of forms — leadership by the organisation and by an individual, leadership of formal teams and ad-hoc leadership. All organisations need energy management leadership at **two** levels — strategic and operational. In some organisations, the same person may carry out both functions. In larger organisations, there are usually two distinct roles.

Energy management becomes easier the higher the level of 'active energy leadership'. High level leaders can authorise resources, and more importantly, act as corporate champions for energy management. The relocation or retirement of a 'strategic leader' can be a significant blow to energy management, particularly if this person had a strong personal commitment and the selected successor does not share this commitment. Loss of leadership at this level will have much less impact on a suitably integrated and mature programme.

It is essential for all leaders of an energy management programme, either corporate or individual, to set a good role model. Leaders must also have a clear idea of where they are taking the programme. However, their vision must be consistent with the organisation's commitment and its corporate objectives.

Teams need to have the right mix of players — 'ideas' people, workers and supporters. Integrated energy management produces a cross-functional team. In practice, this team may be made up of several sub-teams. Each sub-team requires leadership. Teams also need defined tasks or objectives. Setting and communicating these objectives are important roles for the team leader. In energy management, the team structure or membership is often not clearly defined and the leader rarely has direct authority over all the team members. You may not have the luxury of a dedicated team or a choice of players.

The most appropriate leadership style will depend on the organisation, its culture and the make-up of the team. In energy management, a consultative or persuasive style is generally required. However, there are exceptions — one company has an energy manager who claims to be the most disliked person on site, but who is also very effective. In practical energy management, encouraging and policing styles typically predominate. Some people successfully combine both styles. However, if you find this difficult, stick to the style you are happy with and find someone else for the other style.

Some energy managers have difficulty with leadership — often because they see energy management as a singular, personal activity. However, one person alone cannot bring about sustained energy management.

At Rover Group, Longbridge, the two levels of energy leadership were provided by the Manufacturing Director, Alex Mackie, and the Energy Manager, Tony Osborne. These two leaders worked together to provide the initial impact and foundation for a sustained energy management programme.

DO

- ✓ Try to find active leadership from as high as possible in the organisation. Ideally, every organisation should have active energy management leadership at the most senior level of management.
- ✓ Consider using energy management as a management development activity. At Farley Health Products (see GPCS289), an energy awareness campaign was used as the practical exercise at the end of a management team building course

DON'T

- ✗ Expect people to automatically work effectively in teams. Teams need leaders. Teams also need to know their purpose, their resources and the limitations imposed upon them. Teams need goals.
- ✗ Think you can take on all the team roles yourself. Energy management is a co-operative discipline. You need to identify and involve as many other people as possible.
- ✗ Expect a team to do a good job if you do not provide adequate tools for the job.

ACTIVITY: Set up an energy action team

Identify an energy efficiency problem. Then set up a team to tackle it according to the following rules: the team must have at least four members; be in existence for six months or less, and have a clearly defined objective.

Ensure that the team members 'own' the problem. One way of doing this is to let them define the problem. If a mechanism exists to set up teams, i.e. quality improvement groups, then use that mechanism.

FURTHER READING

Good Practice Guide GG27	<i>Saving Money Through Waste Minimisation: Teams and Champions</i> An Environmental Technology Best Practice Programme publication available free of charge through the Environment and Energy Helpline on 0800 585794.
Good Practice Case Study 211	<i>Quality Circles and Energy</i> (Bristol-Myers Co. Ltd)
Good Practice Case Study 214	<i>Energy Saved by Raising Employees' Awareness</i> (Rover Group Ltd)
Good Practice Case Study 226	<i>Energy Savings by Total Quality Management Techniques</i> (Courtaulds Fibres)
Good Practice Case Study 288	<i>Energy Savings Through Quality Management</i> (Rank Xerox Ltd)
Good Practice Case Study 289	<i>Team Building and Energy Saving</i> (Farley Health Products)
Good Practice Case Study 328	<i>Effective Energy Efficiency Through Total Quality Management</i> (United Glass Ltd)

COMMUNICATION

There is no point in practising energy management without telling people what's happening. Energy management is not a covert activity, yet many organisations are very secretive about it. Communication is vital to raise awareness and maintain commitment.

Sustained energy management programmes use a range of communication techniques, including energy reports, newsletters, posters, competitions, press releases, flyers, notice boards, meetings, workshops and briefings. Typically, you are either trying to change behaviour or sustain a pattern of good behaviour. The messages you need to get across are:

- why;
- what to do;
- progress;
- achievements.

What you communicate depends on what you know and on your site's energy information system. The commonest form of communication is the energy management report. It is also probably the least exciting! Monthly reports generally advise on progress to date, giving current, past and expected performance figures. The annual report usually presents an audit of energy use, together with some text.

Feedback is essential, otherwise you won't know if your message has been received and understood. Find out how your 'audience' reacts to your communications and modify your approach accordingly.

When communicating, look at how others communicate. What notice gets taken of it? For written material, use layout, pictures and cartoons to break up plain text. The Energy Efficiency Best Practice Programme has produced a series of clip art images that can be used to good effect. Integration can also help. If you have a regular house magazine, make use of this existing delivery method. E-mail is another possible existing system. At one university, the estates manager e-mailed all department heads about reducing water consumption. The result was an immediate saving of 30%. However, over-use of e-mail can produce negative results.

Posters are another possibility, though somewhat limited in their long-term impact. An energy efficiency calendar, with a new image each month, provides a more interesting alternative. In one organisation, the energy calendar highlights key dates in the energy management programme, including meter reading dates.

For larger or multi-site organisations, consider developing an energy web site. Other ideas include energy events such as exhibitions or focus weeks. Involving outside organisations, suppliers, interest groups, etc. can supplement your resources when trying to get the message across.

Most organisations have a marketing or public relations department. Ask them for advice.

At Cleveland Potash, David Pybus, the Environment Manager, is often featured in the unofficial site magazine. This has proved very effective in raising the profile of energy management on site. This shows that a little lateral action can pay off.

DO

- ✓ Make it fun, relevant and contemporary. Although energy and environment issues are serious subjects, humour is very effective at getting messages across. Use corporate identity material and advertising. Tie into marketing activities. Link communications to current affairs, organisational initiatives or world events.
- ✓ Check the information with those directly involved. For example, the central department of a group of companies published information on the cost of wasted energy for the group as a whole. However, the estimates produced by the energy managers on two of the sites were greater than the estimate for the whole group. They then became concerned about their loss of personal credibility.
- ✓ Make use of existing media, e.g. house newsletters, notice boards and intranets. If it adds value, involve external media, e.g. write an article for your local paper or your trade journal.

DON'T

- ✗ Communicate unless you have something worthwhile and interesting to say.
- ✗ Send out all your messages or ideas at the same time. Try to pace the delivery of material to match the energy management programme.
- ✗ Become buried in data. It is all too easy to become so involved in data collection and analysis that you forget why you are doing it in the first place.

ACTIVITY: Find one new way of getting a message across

Look at the methods you have used. Then look at the methods you haven't used. If you can't identify any methods you have not used, you are either very good or you are missing something! Having identified some previously unused methods of communicating, think about the messages they could be used to deliver. If you need more ideas, talk to your organisation's marketing or PR department.

FURTHER READING

Good Practice Guide 172	<i>Marketing Energy Efficiency — Raising Staff Awareness</i>
Good Practice Guide 231	<i>Introducing Information System for Energy Management</i>
Good Practice Case Study 182	<i>Energy Efficiency Motivation Campaign in a Multi-site Organisation</i> (Iceland Frozen Foods plc)
Good Practice Case Study 214	<i>Energy Saved by Raising Employees' Awareness</i> (Rover Group Ltd)
Good Practice Case Study 265	<i>Energy Savings in a Small Company Through Management Commitment and Staff Involvement</i> (Hampshire Chemical Ltd)
Good Practice Case Study 289	<i>Team Building and Energy Saving</i> (Farley Health Products)
<i>That's an Idea</i>	An EEBPP newsletter featuring practical energy management ideas submitted by working energy managers.
	A disk set featuring clip art (*.wmf files) for use with most popular PC programs is also available from the EEBPP.



EMPOWERMENT

In energy management terms, empowerment is simply people 'getting on and doing it'. To be empowered, people need to 'own' the issue. They also need to be in a working environment that allows and encourages action. The benefits of energy empowerment include:

- new ideas (from fresh thinking);
- increased resources, i.e. the involvement of more people;
- the absorption of energy efficiency into the organisation's culture. This is essential for achieving sustained energy management.

Look at what other initiatives are active within your organisation, e.g. quality, health and safety, suggestion schemes, changes in working practices and excellence programmes. Consider joining one of these initiatives rather than running a separate one. People get tired of endless initiatives and often see the element of change involved in a new initiative as a threat.

Empowerment will only foster sustained energy management if 'management delivers the goods'. If there is no response to a suggestion for six months or someone is rebuked for initiating a change, people lose motivation.

For senior managers, empowerment should not be an issue. To be 'energy empowered', senior managers probably only need to be aware and motivated. However, at lower levels empowerment raises a number of issues. People may not have access to resources. They may not have authority to change working procedures. They may not be allowed to spend time on energy issues. In these circumstances, you need to consider how individuals can make a contribution. Can existing processes be used? For example, could you set up a quality improvement team to look at energy? Could you introduce an energy category to the company suggestion scheme? Most employees have some control over energy use — get them to identify what it is and then do something about it. Lots of small contributions will combine to produce a large result.

Like awareness, empowerment in energy efficiency has parallels with Total Quality (TQ) management. In TQ, most of the ideas for improvement come from those doing the job. In energy management, many of the ideas for savings and improvement can come from those at the 'coal face'.

The prerequisites for empowerment are awareness, communication, and a belief by the workforce that what they are doing matters. Empowerment does not happen overnight. You can not give empowerment, the workforce 'takes' it. You provide the environment and mechanisms that allow empowerment to work. There is no need to use the term empowerment. You just need to understand what empowerment means and work towards it. A pilot exercise will help you find out what works and what does not. If you are a multi-site organisation, try starting at one site. People at other sites may then 'want a piece of the action'.

At Zeneca Grangemouth, resource co-ordinators are encouraged to develop their own approach to the job. One reason for this is that it takes account of the extensive operating differences between business units. Another is that each person can 'make the job their own' and thus contribute more.

DO

- ✓ Respond promptly and positively to all employee suggestions. This does not mean implementing them all — it means being positive about the contribution. For example, send a 'thank you' to the person concerned as soon as the suggestion is received.
- ✓ Look for opportunities for people to contribute to energy management. During the early stages of an energy management programme, you will need to let people know how they can be empowered.
- ✓ Consider lateral opportunities. If there is little scope for people to be actively empowered, consider creating something for them to do. Provided the activity is not a pointless one, this can help to gain people's commitment. Looking at empowerment in terms of environmental management rather than just energy management will increase the scope for worthwhile opportunities.

DON'T

- ✗ Break promises. It is better not to promise, than promise and not deliver.
- ✗ Expect immediate results from empowerment. You can plant the seeds, but you have to wait until the plant grows and bears fruit.
- ✗ Work against the culture of the organisation. Initiatives that are perceived as counterculture are often seen as 'viruses' and treated accordingly. Full empowerment may simply not be possible in your organisation. Once you have established that this is the case, work to get what you can reasonably expect.

ACTIVITY: Determine the level of energy empowerment

Look back over the past twelve months. How many ideas have come from outside the energy management function? How many energy ideas have been received by the company suggestion scheme? How does this compare to other issues? If there have been no energy ideas in the past twelve months, why has this been the case? What mechanisms do you need to get empowerment working?

FURTHER READING

Good Practice Guide 169	<i>Putting Energy into Total Quality, a Guide for Energy Managers</i>
Good Practice Case Study 211	<i>Quality Circles and Energy</i> (Bristol-Meyers Co. Ltd)
Good Practice Case Study 226	<i>Energy Savings by Total Quality Management Techniques</i> (Courtaulds Fibres)
Good Practice Case Study 288	<i>Energy Savings Through Quality Management</i> (Rank Xerox Ltd)
Good Practice Case Study 328	<i>Effective Energy Efficiency Through Total Quality Management</i> (United Glass Ltd)

RECOGNITION

Recognition normally acknowledges success or effort and is about sustaining motivation, whereas reward usually works to initiate or support initial motivation. When motivating people, you need to address the question 'What's in it for me?'. Some people will be energy efficient because they are told to be. Many others will not respond unless there is an incentive. Even those that are self-motivated need recognition or reward to sustain their motivation.

Recognition at the corporate level helps sustain the organisation's commitment. For some organisations, attainment of Energy Efficiency Accreditation or hosting an EEBPP Good Practice Case Study is a form of recognition. An obvious financial reward is the money saved by the energy management programme.

For energy management teams, rewards and recognition should be team focused. For individuals, financial recognition or reward can be achieved through bonus schemes, cash awards, merit rises, etc. Financial reward schemes generally require detailed measurement and careful management. Recognition, on the other hand, costs little. It can simply be saying 'thank you'. Public recognition, e.g. energy saver of the month, bright idea winner, etc., is also effective. However, some people do not like publicity, so always check first. This does not mean they do not want recognition.

An alternative to rewarding individuals is to make pro rata payments to a charity or charities chosen by the team achieving the results.

Many organisations find it difficult to sustain energy efficiency because there is no clear, direct 'reward' for the energy savers. Instead of absorbing cost savings into a central pool, consider 'reinvesting' some of the money saved back into the 'saving' department's facilities. In this way, members of the saving department see a tangible benefit for their efforts. A positive programme of recognition will also help.

Another approach is to link energy efficiency at work with energy saving at home. Many organisations have awarded low energy light bulbs as competition prizes. One organisation even provided home energy surveys as prizes. By saving energy at home, employees gain a raised energy awareness which may then benefit the organisation.

One problem area is measuring results. Without a comprehensive energy information system, it is difficult to know how much people have saved. Think about what you are trying to achieve. In most cases, you are looking for a change in behaviour from wasting to saving energy. Can you 'measure' the behaviour, e.g. lights left on at lunch time, machines running unloaded, etc. Points can be awarded and a scoring scheme devised. An additional benefit of this approach is that someone has to visit the department concerned, thus raising the profile of energy management. Even with a sophisticated energy information system, a 'user audit' approach can still have benefits — particularly when a change in energy consumption occurs that is outside the control of the users.

Rewards and recognition do not have to be directly related to the level of savings achieved. However, they must be seen as equitable.

At Worcester Royal Infirmary, teams can win prizes which can be spent as they choose within their departments. This approach has successfully provided a tangible benefit to the teams from adopting energy efficient practices. It provides a clear and relevant answer to the question 'What's in it for me?'.

DO

- ✓ Say thank you — and mean it — whenever you can. In some US companies, people carry a pad of thank-you notes which they fill in and give out to anyone who does something more than the normal. While you do not need to go to these lengths, reminding yourself to thank people may not be a bad idea.
- ✓ Find out what kind of rewards people appreciate. Do they really want a low energy light bulb or a gift token? A reward that is wanted has more impact than one that is not.
- ✓ Think about giving a number of small rewards rather than one large one. Not only can you involve more people, there is less chance of animosity or ill-feeling.
- ✓ Consider your organisation's underlying culture. In companies that follow Japanese management practices, being rewarded for contributing is considered wrong. Contributing is regarded as being part of the job. Use the accepted custom and practice — don't introduce one that does not fit.

DON'T

- ✗ Let a lack of precise monitoring stop you from going forward.
- ✗ Take the credit for other people's ideas or work.
- ✗ Develop complex reward schemes that are not readily understood by participants.
- ✗ Forget to look into the income tax implications of financial rewards. A reward that is then taxed is not much of an incentive. Your personnel/payroll department will be able to advise you.

ACTIVITY: Find a new way to say thank you

Do you 'recognise' people's efforts? If not, then start doing so. Most of us have within our power more than one way of saying thank you. At a simple level, you could offer a verbal thanks. The next level is a written thank-you. Moving to a higher level could be recognition from a senior manager or a mention in the organisation's magazine. Some options include tokens, e.g. pens, mugs, vouchers, etc. Other ideas might be time-off work, use of company facilities or tickets for a sports event.

FURTHER READING

Good Practice Case Study 182	<i>Energy Efficiency Motivation Campaign in a Multi-site Organisation</i> (Iceland Frozen Foods plc)
Good Practice Case Study 265	<i>Energy Savings in a Small Company Through Management Commitment and Staff Involvement</i> (Hampshire Chemical Ltd)
Good Practice Case Study 326	<i>Adopting a Corporate Approach to Energy Management</i> (Nuclear Electric plc)
Good Practice Case Study 327	<i>Energy Management — Staff Awareness & Motivation</i> (The Sears Group)

WHAT NEXT?

- **Review your current position**

Do you have sustained energy management in place? One test of this question is to think what would happen if you were no longer involved with energy management. Would you be replaced? Would the energy programme continue? Would energy savings be maintained and increased?

- **Identify your strengths and weaknesses**

What is good about your current programme? What is not so good? If you were to start again, what would you do differently? How many of the critical factors covered in this Guide are in place? What can you learn from looking at other organisations?

- **Prepare a plan for sustainable energy management**

This plan should build on your strengths and work to eradicate your weaknesses. Do you need to repackage or relaunch energy management?

- **Implement your plan**

Do not try to do everything at once. Prioritise the elements of the plan. Set realistic targets.

- **Review regularly**

Like other management systems, energy management should be subjected to management review at least once a year.

Maintaining the Momentum Case Studies

Accompanying this Guide are five Case Studies, four of which are updates of existing EEBPP Good Practice Case Studies. You may also wish to read the original Case Studies (available from the Energy Efficiency Enquiries Bureau).

All five Case Study organisations have done more than implement simple energy saving projects — they have all become active in sustained energy management. Sustained energy management requires sustained effort — not always at the same pace or volume, but always present. **All the Case Study organisations are ‘maintaining the momentum’.**



APPENDIX

Standards for Managing Energy — Linkages to Energy Efficiency Best Practice Programme Publications

The Standards for Managing Energy, the national benchmark for energy management, are intended for a wide range of applications, from defining the role of a new energy manager, to reviewing an existing job function. The most specific use of the Standards is the provision of a framework for Vocational Qualifications, and they are structured to that end.

Many of the units are directly relevant to the contents of this Guide, particularly E1 - identify the scope for improvement in the way the organisation manages energy, and E8 - provide advice and support for improving energy efficiency.

Further information on the Standards for Managing Energy can be found in GPG 85 *Energy Management Training* and GPG 235 *Managing People, Managing Energy*.

Key:

C = Core material: considered to be fundamental to the Unit in question

G = General publications: provide background supporting material

S = Sector-specific publications: likely to be of interest only to the sectors they address.

SELECTING THE MOST APPROPRIATE UNIT

- | | |
|---|--|
| E1 Identify the scope for improvement in the way the organisation manages energy. | E5 Identify improvements to energy efficiency. |
| E2 Provide advice on the development and implementation of energy policies. | E6 Provide advice and support for the development of energy efficient practices. |
| E3 Promote energy efficiency. | E7 Provide advice and support for the development and implementation of systems to measure energy usage. |
| E4 Monitor and evaluate energy efficiency. | E8 Provide advice and support for improving energy efficiency. |

E1	E2	E3	E4	E5	E6	E7	E8	Publication title	Publication reference
	S	S			S	S	S	Introduction to energy efficiency in schools	IEES
S				S				Energy efficiency in the laundry industry	ECG049
			C			C		Waste avoidance methods	FEB013
							G	Interactive multimedia training package for stock refining	FPP060
	G							Contract energy management guide for building managers and occupiers	GIL008
C	C							Organisational aspects of energy management	GIR012
			G			G		A review of the Monitoring and Targeting programme in the UK manufacturing industry	GIR019
			G			G		Energy Monitoring and Target setting	GPCS034
							G	Energy management training enables savings in small firms	GPCS071
				S	S			A teacher as the focus for energy efficiency	GPCS100
					G		G	Energy management training programme	GPCS111
			G					Energy Monitoring and Target setting at a dairy	GPCS138
			S			S		Monitoring and Targeting at a general rubber goods site	GPCS142
	G		G		G	G	G	Energy management	GPCS148
	G							Energy management – Manchester University	GPCS150
G	G		G	C	G	G	G	A co-ordinated approach to energy management	GPCS163
					G		G	Energy management and training on a multi-process site	GPCS165
							G	Post-graduate training for improved energy management	GPCS178
			G					Energy and utility management at the Royal Mint	GPCS179
		G			G			Energy efficiency motivation campaign in a multi-site organisation	GPCS182
	G	G	S	G	G	S	S	Energy savings in NHS hospitals	GPCS202
			G			G		Monitoring and Targeting in a multi-site company	GPCS207
	G			G				A corporate policy on combined heat and power	GPCS210
		G			G		G	Quality circles and energy	GPCS211
		G			G	G	G	Energy saved by raising employees' awareness	GPCS214
			S			S		Monitoring and Targeting in a hospital laundry	GPCS221
	G							Energy efficiency and 'World Class Performance'	GPCS224
			S			S		Energy management at a red meat plant	GPCS225

E1	E2	E3	E4	E5	E6	E7	E8	Publication title	Publication reference
G	G	G	G	G	G	G	G	Energy savings by Total Quality Management techniques	GPCS226
							G	Open learning courses – the tangible benefits	GPCS227
					G		G	Boiler operator training – a key to an energy management programme	GPCS234
	G	G	G		G	G		Energy management in the pharmaceutical industry	GPCS247
			S	G	S	S		Energy management in a small plastic injection moulding plant	GPCS252
G	G	G	G	G	G		G	Implementing an energy management programme in a textile finishing company	GPCS254
	G	G						A corporate approach to energy and the environment	GPCS264
		G			G	G	G	Energy savings in a small company through management commitment and staff involvement	GPCS265
			S			S		Monitoring and Targeting at a brewery	GPCS273
	G						G	Energy savings through Quality Management	GPCS288
		G			G		G	Team-building and energy saving	GPCS289
			G			G		Energy monitoring on large steel reheating furnaces	GPCS321
		G			G		G	Energy management – staff awareness	GPCS324
		G			G	G	G	Energy management – training and motivation.	GPCS325
	G		G		G	G		Adopting a corporate approach to energy management	GPCS326
		G			G		G	Energy management – staff awareness and motivation	GPCS327
	G	G	G	G	G		G	Effective energy efficiency through Total Quality Management	GPCS328
	C			G				Energy management within a strategic framework	GPCS331
	G		G	G		G		Corporate commitment to saving energy at a small site	GPCS332
			S		S	S	S	Fuel management for transport operators	GPCS342
			G		G	G		Energy management techniques in the pottery industry	GPCS345
				G				Energy audit and survey guide for building managers and engineers	GPG027
					S			Good housekeeping in schools – a guide for school staff, governors and pupils	GPG029
	S	S			S		S	Reduction of energy waste in hospitals by good housekeeping: guide for financial managers	GPG051
S	S							Electricity savings in hospitals. Guide for senior financial managers	GPG053
								Investment appraisal for industrial energy efficiency	GPG069
			S			S		Monitoring and Targeting in the fabric care industry	GPG072
	C	C			C		C	Managing and motivating staff to save energy	GPG084
		C			C		C	Energy management training	GPG085
			C			C		Monitoring and Targeting in large companies	GPG112
			C			C		Monitoring and Targeting in small and medium-sized companies	GPG125
								Financial aspects of energy management in buildings	GPG165
C	C						C	Putting energy into Total Quality, a guide for energy managers	GPG169
	C							Developing an effective energy policy	GPG186
	C				C			A strategic approach to energy and environmental management	GPG200
			C			C		Introducing information systems for energy management	GPG231
			S			S		Computer-based monitoring and targeting on a hot rolling mill	NPFP055
							G	Training in energy efficiency as part of Continuing Professional Development (CPD)	NPPI089

■ For publications and information on industrial and transport topics please contact:
Energy Efficiency Enquiries Bureau, ETSU, Harwell, Didcot, Oxfordshire OX11 0RA
Tel 01235 436747 Fax 01235 433066 E-mail etsuenq@aeat.co.uk

■ For publications and information on building related topics please contact:
Enquiries Bureau, BRECSU, Building Research Establishment, Garston, Watford WD2 7JR
Tel 01923 664258 Fax 01923 664787 E-mail brecsuenq@bre.co.uk

ARCHIVED DOCUMENT

The Department of the Environment, Transport and the Regions' Energy Efficiency Best Practice Programme provides impartial, authoritative information on energy efficiency techniques and technologies in industry, transport and buildings. This information is disseminated through publications, videos and software, together with seminars, workshops and other events. Publications within the Best Practice Programme are shown opposite.

Further information

For buildings-related topics please contact:
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Energy Consumption Guides: compare energy use in specific processes, operations, plant and building types.

Good Practice: promotes proven energy efficient techniques through Guides and Case Studies.

New Practice: monitors first commercial applications of new energy efficiency measures.

Future Practice: reports on joint R & D ventures into new energy efficiency measures.

General Information: describes concepts and approaches yet to be fully established as good practice.

Fuel Efficiency Booklets: give detailed information on specific technologies and techniques.

Energy Efficiency in Buildings: helps new energy managers understand the use and costs of heating, lighting etc.